



U.S. Inter-Agency Environment: Lessons Learned as Economic Advisor at PACOM & CENTCOM

**Dr. Leif Rosenberger
Economic Advisor
Commander's Advisory Group (CAG)
CENTCOM**

Disclaimer: This briefing is a personal view and does not necessarily reflect an official CENTCOM or DOD position.



What Is your Inter-Agency Game?

- Zero Sum Game
- Mandate Game
- Positive Sum Game
- Analysis Game
- Future is Now Game
- Networking Game



Zero Sum Game

Fight over Resources

- Winners & Losers
- DoD as “Winner” – Why?

US Congress Mindset:

- STATE as Talk Shop, etc.

Doug Stuart: Military Domination is Increasing

- **LTC Scotty Dawson - CAG/CENTCOM Baseline Study**
 - Ref Provincial Reconstruction Teams (PRTs)
 - More U.S. Civilians in PRTs in Vietnam War
 - Than in PRTs ... in Iraq today



Mandate Game

Fight for Legal Mandate

- Example: NSPD-44
 - Problem with Goldwater Nichols
-

• **Joint Interagency Coordinating Group (JIACG)**

- CT Focus? Only 1 Trick Pony?
- J3 ... or J5?
- Mostly Military – Misnomer?
- Only Coordination? LNO? Call Center?



Positive Sum Game

- If you can't beat them, join them
 - Form [Economic Partnership](#) with DoD ...
- Example: Deputy Under Secretary of Defense for Business Transformation [Paul Brinkley](#)
 - Reviving Iraqi State Owned Enterprises
- Add USAID, STATE, Treasury to **DoD Campaign Plan**

Current Case Study: Safeguarding [Afghan Police Payroll](#)

- Treasury Skill-Sets, Direct Deposit, etc.
 - Color of the Money?
 - Legal Considerations



Analysis Game

- Do it the Old Fashioned Way – Earn it.
 - Economics is a Discipline – Not an Agency

Where's the beef?

- Asia Pacific Economic Update, etc.

Analytical Production – Not Enough

- Good-Bye Economics -- 15% Cut in End Strength

Met with Adm Fargo

- Moved Economics from J5 – to the Bridge
- Good or bad?



Future is Now Game

New J5 – General Karl Eikenberry –

- Dual Reporting Chain

Play Analysis Game ... Every Day – in J5 Daily

- George Allen – “Future is Now”

Economic Comeback –

- From “We don’t need economic analysis at PACOM.”
- “We can get what we need from Washington.”

To – Admiral Fallon –

- APEU is mandatory reading for every new employee at PACOM.
- “I’d be thrilled if you would be my economic advisor at CENTCOM.”



CENTCOM is New World - Networking Game

- **Horizontal Leadership -**
 - Leadership Without Authority, No Mandate
- **Economic Advisor/CENTCOM & Treasury**
 - **Pursue Common Ground with --**
 - Brock Dahl - Afghanistan
 - Seth Bleiweis - Iraq
 - Stephanie Segal - Pakistan
 - Jeff Baker - Central Asia
- **Dutch PRT in Uruzgan, Afghanistan -**
 - **Bottom Up** ...Bond with Family, Sub-Tribe, Tribe
 - Broker Conflict Resolution among 46 Tribes
 - Worst Approach - Impose Top Down Solution on Central Govt
 - Tribal Agreement ... Leads to Agreement in Province, Central Govt ...
 - Has anyone meshed ... top down and bottom up approach?



Lessons Learned - For Economic Advisor

- Don't Play ... Zero-Sum Game
- Economic Mandate – is Difficult to Get
- Opt for Positive Sum -- Partnerships
- Win Analysis Game
- But Future is Now -- CINC has Short View
- Network – Horizontal Leadership without Authority



Discussion